

The Director of Central Intelligence

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National Intelligence Council

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MEMORANDUM FOR: ^{B. J.} Bob Gates
Chairman, National Intelligence Council

FROM: MG David W. Einsel, Jr.
National Intelligence Officer at Large

SUBJECT: Suggestions on NIO "Collegiality"

- As the new fellow on the block, I have found the Tuesday meetings worthwhile, primarily in the fact that the smallness of the group seems to encourage background discussions which might be too sensitive or inappropriate in the larger Thursday meetings.
- If you desire to reduce your schedule, I can well believe that the same end might be achieved, as well, if the VC/NIC chaired the Tuesday meeting and you took only the Thursday meeting or vice versa.
- As an NIO at Large whose every problem seems to cut across some other NIO's area, I feel rather comfortable, therefore, that I have been able to interface with most of the NIO's nearly on a daily basis. It is obvious that it's easier to be completely collegial with those who are physically located together--in my case, Charlie Allen, Julian Nall and John Bird. However, with the others, at least so far, I have been privy to most actions in the drafting stage, which is about what you should want. I have, therefore, been having lunch with other NIO's on a rotating basis which has generally helped know what their upcoming agendas are without any extra paper flow. It might be that each of us should do more reporting on our future planning at staff meetings instead of, or in addition to, reporting on our immediate problems and briefings. In this way, I would guess we could reduce the chance that any important action would slip through without our inputs.

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-- Overall, I'm fairly well impressed with the present "collegiality" of NIO's--but my position may be unique. If you wish to increase the "collegiality," I would not suspect circulating drafts, summaries, etc., would help. My only thought is the possibility that you, or the VC/NIC, might try a 30 minute get-together once every other week where a rotating group of four or five NIO's got together to discuss the next month or the world at large. Over a period of about every other month, we'd thus be meeting every other NIO, one way or the other. Area and functional NIO's already meet biweekly with the DCI so the rotating groups should probably be "cross over" combinations that do not duplicate the DCI's grouping.



David W. Einzel, Jr.